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CERTIFICATION

I, the undersigned certify that this project work titled “*Styles of Supervision on Workers’ Productivity in an Organizations*” a survey of Hartland Nigeria Limited, Auchu was carried out by **MOSES OMOLARA DEBOIAH** with Mat No: SBS/2041952771 in the Department of Business Administration and Management, School of Business Studies, Auchu Polytechnic, Auchu.

I also certify that the project is adequate in scope and content in partial fulfillment of the requirements for the award of Higher National Diploma (HND) in Business Administration and Management.

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DEDICATION

This project work is dedicated to Almighty God the giver of life for His protection, love, and for keeping me and sustaining me all these years and helping me to actualize my dream and my academic pursuit, may His name alone be praise.

ACKNOWLEDGMENTS

My unreserved gratitude and appreciation goes to God Almighty who in his infinite mercy has kept me safe throughout the program and making it a success.

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ABSTRACT

This study examined the role which the various styles of supervision have on the productivity of workers in an organization with a focus on Heart Land Nigeria Limited, Auchi. Questionnaires were used to collect data, while the chi-square and simple percentage methods were used to test the three formulated hypothesis. Among the findings is that inefficient supervision leads to low productivity in the organization. Consequently, the study concludes that a participatory style of leadership would lead to increased productivity in the organization. Based on the findings and conclusion above, it was recommended that supervisors should always give their best as this could go a long way in increasing productivity in the organization. It was also recommended that autocratic style will not lead to increased productivity in the organization that democratic style often lead to increased productivity. However, democratic style of supervision is superior to autocratic style. It was therefore recommended that the democratic style of leadership is more healthier for governing an organization as it allows the subordinate to participate in taking decision on issues affecting them, hence make them feel at home in the organization to be productive.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

The prosperity of any business firm or organization depends on proper supervision of workers. No matter how extensive construction is or how sophisticated management is any business organization must ultimately depend on the efforts of adequate supervision in order to achieve its goals and objectives and thus attain a higher productivity.

No business enterprise can do well without effective workers supervision. There are problems facing Heartland Construction Company. It include low productivity and ineffective workers supervision and these to a large extent has led to frequent accident to the employees of the organization who make use of road processing machines. For instance, poor supervision has led to many road clashes eventually lose of souls along Benin, Auchi high way, due to the bad road and lack of supervision of the company. All these to a large extent resulted to low productivity and improper supervision.

Supervision is a necessary and effective pre-requisite to workers' productivity. Adequate supervision of workers can curb frequent accident and put workers in good working condition in any organization.

1.2 STATEMENT OF THE PROBLEM

The Heartland Construction company was established for the purpose of road construction and building of bridges for the public. It has played this role over the years. However of recent, certain problems have been confronting the organization. One of them is inadequate supervision with useful ideas. Hence this study seek to proffer solution to the above challenge.

It is worthy to note that low productivity is manifested in the operation of Heartland Construction Company in a number of ways.

1.3 OBJECTIVE OF THE STUDY

The overall purpose of the study is to raise the level of productivity level, the major purpose are as follows:

- a. To ascertain the nature of supervision as it relates to the level of workers performance.
- b. To verify the different styles of supervision in order to know the most effective style that is likely to bring about higher productivity.
- c. To determine the supervision role in the production section of Hartland Nigeria Limited, Auchi and how this has affected productivity in the factory.

1.4 RESEARCH QUESTIONS

The following are the research question that was gotten from the project topic. They are as follows:

1. Does supervision have anything to do with workers' productivity?
2. Can supervision help to differentiate styles of effective productivity?
3. Does supervision enhance productivity of Hartland Nigeria Limited, Auchi.

1.5 STATEMENT OF HYPOTHESIS

The hypotheses that will be tested are as follows:

- i. ***H₀***: The inefficient supervision of workers does not lead to low productivity in the organization.

H_i: The inefficient supervision of workers leads to low productivity in the organization.

- ii. ***H₀***: Supervising style does not lead to increased productivity in the organization.

H_i: Supervising style will lead to increased productivity in the organization.

- iii. ***H₀***: Inefficient supervision will not reduce accident to its barest minimum in the organization.

H_i: Inefficient supervision will reduce accident to its barest minimum in the organization.

1.6 SCOPE OF THE STUDY

This research work is aimed at studying the role of supervision on workers' productivity which is owned and operated by Hartland Nigeria

Limited, Auchi, Edo State. The focus of this problem therefore is to find out those problems that may obstruct or undermine the supervision of workers. Thus, the study is limited to Heartland Nigeria Limited, Auchi. With all management and staff in the organization.

1.7 SIGNIFICANCE OF THE STUDY

The study will expose the management of and staff of Heartland Nigeria Limited, Auchi to the proper way of carrying out their performance appraisal. It will also educate the other employees on the requisite mode of carrying out their duties while drawing their attention to the areas of weaknesses/lapses and make necessary adjustment needed to enable them contribute to the achievement of the overall enterprise objectives. It will also contribute to national development when people are gainfully employed, put in effective and efficient performance and above all, organization production and service delivery are of optimum capacity.

1.8 LIMITATION OF THE STUDY

During the course of this research work Effect of organizational structure on employee performance, several factors brought about constraint or hindrances of which the following were feasible one:

Attitude of the respondents: The attitude of the respondent created some problem in that some vital information were withheld that could have led to a proper research work.

Lack of appropriate information: Getting the appropriate information from respondents was one of the limitations of the study in that this information would have broadened the understanding and research on problems and prospects of small scale enterprises in rural areas.

1.9 DEFINITION OF TERMS

For better understanding of this study, it is necessary to give the definition of terms.

SUPERVISION: According to Akinyemi “supervision is the process by which man attempts to give order, direction and control to the various institutions of the society to achieve certain purpose or objectives.

PRODUCTIVITY: Akinyemi has defined this as the net outcome in a given period from a known input of resources. Productivity is concerned with the inefficiency and effectiveness.

MOTIVATION: Motivation is the set of processes that arouse, direct and maintain human behavior towards the attainment of its goals and objectives.

WORKERS: Ordinarily, a worker refers to a person employed to do physical or mental work of wages, particularly to earn a living. In a general sense, the term worker refers to any person, who works, be it the manager or an ordinary worker.

PLANNING: Planning is specifying the goals to be achieved by the organization and deciding by the organization and deciding in advance

appropriate actions to be taking to achieve those goals. Planning can also be referred to as a blue print of action, to forecast and/or anticipate future occurrence.

DISCIPLINE: There should be respect for rules and regulations and culture of an organization.

DIVISION OF WORK: The total work of an organization must be divided into small components so that employees can specialize in a limited task.

ORDER: This demands that precise knowledge of the human requirements and of the resources to achieve goals.

INITIATIVES: Fayol urged management and workers to permit subordinates to exercise initiatives on their work performance within the limits of their authority.

CENTRALIZATION: This should be with the aim of achieving organization goals either having the authority concentrated (centralization) or dispersed across or down an organization (decentralization).

CONTROLLING: Control is to guide, monitor the organization goals to see whether the actual performance of job/duties confirms with the standard set by the organization. Control enables the organization to discover variance (positive or negative) so as to know the next course or line of action.

ORGANIZING: Is assembling and coordinating the human, financial, physical information and other resources needed to achieve goals. It includes

attracting people to the organization specifying job responsibilities, grouping jobs into work units, marshalling and allocating resources and creating conditions that people and things work together to achieve maximal success.

REMUNERATION: Reward in the form of salaries, bonuses and benefits should be fair and contingent on the prevailing economic environment and skill (value) of the employees.

EVALUATION OF PERFORMANCE: This step involves comparing the measured performance to the standard performance, targets or goals already established. If performance matches the standard, managers will be safe to assume that everything is under control, that the operation is smooth.

DIRECTING/LEADING: Is stimulating people towards high organizational performance. It is leading, motivating and communicating with employees, individually or groups. Motivation is all about inducing subordinates to put in their best efforts towards organizational goals.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 THE CONCEPT OF SUPERVISION

This has to do with a comprehensive introduction to the theory and practice of supervision within a generic perspective, making this work relevant to counselors and human resource practitioner alike.

The aim of this work is to provide an introduction to the purpose of supervision within a variety of professional contexts. Employees will gain in how to find supervision to suit their needs and how relevant supervision helps maximize productivity in an organization. The concept provided theoretical and practical understanding of the process of supervision in its different context, methods and rationales.

Workers are guided to reflect on the setting and contest in which they consider ethical and legal concerns, and to analyze their experience and ability to work with people. The module of supervision fulfills a substantial component of the 10 houses of training supervision. In this process, workers will be made to:

1. Understand the importance of supervision in practice.
2. Democratic preparation for supervision sessions.
3. Explore the role of the counselor and practitioner in supervision.
4. Understand the importance of contracts and boundaries.

5. Identify the process of acquiring and working with clients.
6. Explore identity the skills that required maintaining a counseling relationship.
7. Establish and explore the stages of the counseling relationship.
8. Awareness of personal issues relating to the counseling relationship.
9. Identify when and how to refer clients to other practitioners.
10. Understand group process occurring in supervision.

2.2 IMPORTANCE OF SUPERVISION

In any organization, supervision plays an important role in the attainment of the organizational goals and objectives, such importance the supervision plays can never be underestimated. Some importance roles supervision plays are as follows:

1. Proper supervision helps to improve on the workers skills and ability, thereby helping them improves on the areas of their weaknesses and efficiencies.
2. Another role supervision plays in any organization is that it helps to reduce boredom. This has to do with the notion that proper to reduce during the course of production helps the supervisor to know the employees to change to other arrears to know the employees to change to other job operations because when employees begin to do the same job all day it encourages nonchalant attitude to work and boredom.

3. With proper supervision, workers are allowed to display their talent and as such, the supervisors will be able to know the workers arrears of strength and weakness and proffer an immediate correction.
4. Supervision help to enhance good productivity because it gives employees the guiding principle to adopt in order to attain the organization desired goals and objectives.
5. Supervision also helps the organization to reduce fraudulent practice and misappropriation of records by employees who would want to attain their sector aim and desires rather than the organizational goals and objectives.

2.3 SUPERVISION AND MOTIVATION

Kiige, J.K. (2018), sees supervision as a process of social interaction between an organizational and his subordinates.

Supervision can simply be seen as a process whereby a superior towards the attainment of the defined goals and objectives direct the activities of individuals who are workers. It would appear from these definitions that a relationship exists between the role of supervision and workers' productivity.

MOTIVATIONAL THEORIES

Motivation on the other hand is derived from the Latin word known as mover meaning to move. Motivation is based on the principle of hedonism.

Hedonism is that human tendency to seek pleasure and avoid pain. Motivation can be defined as those factors that prompt people to action.

Motivation in the work place can be defined as those factors that prompt employees to perform optimally in their disquieted task stop. Theories of motivation can be broadly subdivided into two categories, namely:

1. The content theories
2. The process theories

The Content Theories

Content theories are those theories that deal with the factors that prompt people to action. Content theories are concerned with those factors that arouse an employee to action. The content theory of motivation includes.

- i. The hierarchy of needs theory by Abraham Maslow
- ii. The two factors theory by Fredrick Herzberg
- iii. The era theory by Clayton Alderfer.

The Process Theory

The process theory is concerned with the choice aspect of man. The theorists are of the view that people in their bid to realize their goals are exposed to different alternatives. That person working in an organization will take part of strategy that will enable the workers to realize their goals. It has a path-goal orientation. The process theories include:

1. Execratory theory by Victor Vroom (1994)

2. The equity theory by John Stanly Adams

A. THE HIERARCHY OF NEEDS THEORY BY ABRAHAM

MOSLOW

The hierarchy of needs theory is one of the theories of motivation. The hierarchy of need, theory is based on the fact that human beings have needs. Maslow believed that human beings are aggregation of needs. Maslow's theory is based on the following assumptions.

- i. Human being have set needs
- ii. The needs are arranged in their order of importance from the basic to the complex
- iii. Human being moves from one level of needs to the other level of needs only the lower level of needs is statistical with this assumption. Maslow identified live set of needs as:
 - a. The physiological needs
 - b. Safety and security needs
 - c. Social and belongingness needs
 - d. Ego, status and esteem need
 - e. Self-actualization needs.

B. THE TWO FACTOR THEORY BY FREDRICK HERBERG

Adebayo, S. O., & Ogunsina, S.O (2017) came out with his theory after conducting a research on 200 engineers and accountants in Pittsburg using the

critical accident method of data collection. The critical incident method of data collection entails what a particular period in the job history they find critical. With this method, Herzberg was able to come out with the two factors which he tagged the hygiene factors and the motivation. The hygiene factors are also known as dissatisfies while the motivations are known as the satisfier.

THE HYGIENE FACTORS (DISSATISFIER)

The hygiene factors are those factors that prevent dissatisfaction. The hygiene factors do not motivate workers to perform rather they only hope to maintain a level of low dissatisfaction in the workplace. In other words, the hygiene factors help to maintain a level of zero dissatisfaction. The hygiene factors include:

- a. Pay or salary
- b. Working condition
- c. Job security
- d. Status
- e. Company policy
- f. Quality of technical supervision

THE MOTIVATORS

The motivators are those factors that motivate workers to performance. The motivators do not prevent dissatisfaction. Rather, they help to improve workers performance. The motivators are known as the satisfiers.

A lot of criticisms have level against Herzberg's two-factor theory, some people are of the view that the theory may not be applicable to all situations.

Herzberg only conducted this research on some accountants and engineers and his findings with such a small group of people are not enough to generalize. People have questioned his methodology, such people believe that the critical incident method of data collection may lead to bias.

C. THE ERG THEORY BY CLAYTON ALDERFER

Alderfer in his theory identified three level of need which tagged the E.R.G.

E- Existence

R – Relativeness

G - Growth

Existence Needs

Existence needs are similar to Maslow physiological and steely needs, existence needs include the needs for such things like.

- i. Shelter
- ii. Clothing
- iii. Food
- iv. Safe working condition
- v. Job security etc.

Relativeness Needs

These are the needs for interpersonal relationship in the workplace. They include the need for good friendly relatedness needs as similar to Maslow social and belongingness needs.

Growth Needs

Growth needs are similar to Mallow's Ego status and self-esteem needs as well as actualization needs. These includes needs of recognition, self-respect, challenging job etc.

THE PROCESS THEORY

The process theories include the expectancy and equity theory.

EXPECTANCY THEORY

Victor (1964) argued that the expectancy theory is rational view of man as an economic being. The theory is of the view that human being in the workplace has goals to achieve and the path to take in achieving these goals.

The trust of the theory is that people in their bid to achieve their goals are exposed to different alternatives or strategies and that a person will use the strategies that will enable him achieve his goals. Expectancy theory contains path goals approvals. Expectancy theory entails the following features:

1. Expectancy
2. Valence
3. Outcome

4. Instrumentality

5. Ability etc.

EQUITY THEORY

Kiige, J.K. (2018) opined that equity theories deals with the workers perception of the rewards he gets in the organization. Theory is of the view that if a worker perceives some discrepancy in the ration his input outcome in relation to the ration of input/output of other workers of similar status, there will be unity. In other words, inequity is said to exist, when a wonarer fells that there are differences in the retard he gets in the organization in relation to the reward of other workers of similar status. There are two types inequity namely:

1. Over-payment
2. Under-payment

Overpayment is said to exist when a worker fells that the ration of his input/outcome of mother other workers of the same status. In other words, overpayment is said to exist when a worker feels that what he received in an organization is more than what his counterparts receives in the organization overpayment is not common because of the fact that there is the tendency for a worker to change his reference person in situation of over-payment.

Under payment on the other hand, occur when a worker feels that his income ratio of input/output is lower than the ratio of input/output of the workers of the same states.

MOTIVATIONAL TECHNIQUES

There are different techniques available to management in motivating workers to performance.

a. THEORY Y

Theory Y approach to management was developed by McGregor in order to show certain management conceptions of workers. The tracts of assumptions of the theory entail tapping the workers potentials. Some of these assumptions of theory about human being are as follows:

1. The expenditure of physical and mental effort in work is as natural as pay or rest. The average human being not inherently.
2. External control and the threat of punishment are not only the means for bringing about effort towards organization objectives. Man will exercise self-direction and self-control in the service of objectives to which he is committed.
3. The capacity to exercise relatively high degree of imagination inequity and creativity to the solution of organizational problems is widely and not narrowly distributed in the population.

4. The average human being learns under proper condition, not only to accept but also to seek restorability, lack of ambition, and emphasis on security is consequences of experience and not inherent human characteristics.
5. Under the condition of modern industrial life, the intellectual potentialities of average human being are only partially utilized.

b. JOB ENRICHMENT

This is another motivational technique, which was popularized by Herzberg in their two-factor theory of motivation people may be bored with their job because of the little control, which they have over their job enrichment, which is the control and autonomy over the job he is doing.

As pointed out above, job enrichment is the process of vertically increasing the responsibility of a job in order to increase the satisfaction associated with the job. Job enrichment entails the following steps:

1. Selecting those jobs where better motivation is more likely to improve performance.
2. Selecting up control pilot scheme before launching a full programme of job enrichment.
3. Ensuring that the challenges are not just generalities like the increase responsibility but with specific differences in the way the jobs are designed and carried out.

4. Making the maximum use of the line management and supervision in jobs environment.
5. Setting precise objective and criteria for measuring success, and a time table for each project and ensure that information is available to maximize progress and result achieved.

c. POSITIVE REINFORCEMENT

The energies of the employees in a desired direction through some environmental and intrinsic reinforcements. This technique was successfully applied by toward a psychologist known as B.F skinner.

Reinforcement can be used to motivate workers to performance by encouraging a desired behavior and discounting an undesired behavior. This involves stimulus response link with positive reinforcement, desired behavior exhibited by a worker is rewarded. The rewarding of the desired behavior will make the workers to repeat such behavior in future. In other work, when a worker does something good and is rewarded for such an act, the rewarding of such behaviour will make the workers repeat the behavior in the future.

2.4 PROBLEMS HINDERING THE SMOOTH SUPERVISION OF WORKERS.

Today's workplace is filled with many challenges and the supervision of workers has become increasingly more difficult especially when safety is concerned. Today's supervision is required to take every precaution

reasonable in the circumstances to protect the health and safety of the worker. This is no easy task when you take into account 1 the overwhelming number of regulations that governs safety in the workplace.

This work is designed to enhance the understanding of safety regulations, safe policies and procedures and the need due diligence as required by the ministry by the use to module.

MODULE I: Right and Responsibilities:

Each person in the workplace has right, but with the uses right come responsibilities. The role and duties of companies, supervision and workers are covered in details as set forth in the operational Health and safety act. It has been proven that over 85% of all workplace incidents, accidents, injuries and deaths occur because of a worker committing an unsafe act, or violating safety procedures. In these cases, the supervisor may also be held liable because effective precautions weren't taking of safety policies were enforced.

MODULE II: Hazard Recognition:

Complacency is the killer of safety in the workplace. All too often workers and supervision. Let unsafe acts or condition go unchecked, which dramatically increases the chance of a serious accident to occur. In this section of the rather alarming statistics are colored such as the fact that every ten minutes in the workplace, two people are killed and an additional one hundred and seventy people suffer a serious disabling in dung as a result of accidents.

Almost all these accident could have been prevented, if safety precaution procedures could have designed enforced and followed.

MODULE III: Specific enhancement to effective safety supervision

This section deals with the specific needs and requirements of specialized functions within a facility. This is where we match up duties with specific regulations and construct an action plan for increasing compliance levels. By identifying common infrastructures, we can better understand what to look for, therefore, allowing the opportunity to reduce risk or eliminate hazards altogether.

MODULE IV: Safety Inspection

Now the understanding level of regulations, and policies and procedures have been enhanced an in-depth workplace safety inspection will be conducted and a list of possible infractions will be made from here, the supervisors can easily formulate and effective action plan in priority sequence. In addition “mock” compliance order can be written out so that we can are existing standards to the new standards that have been set. The section of the program is usually found to be quite enjoyable for the supervisors, while at the same time, highlight areas that need improvement.

The supervisor is also taught how to perform inspection and how to use quick check forms.

MODULE V: Implementing the Program:

As a conclusion of this section, techniques for phasing in changing are discussed. In general, people are afraid of changes, even if it will benefit them. Too much change, too quickly can it cause many problems and reduce communication levels. As a group, we will device an implementation charet, and covering of the most effective techniques for making the appropriate changes that needs to be made.

Conclusively, an organization can expect a reduction in accidents, reduced frequency of incident and accident and an overall increase in workers safety by following the principle of safety first, which act an unbeatable combination for enhancing and improving safety in the workplace.

2.5 SUMMARY OF THE CHAPTER

The summary of this work talks about the literature review of the work, style of supervision on workers' productivity in organization. It is designed to review the research work of past scholars.

The chapter reviews the following as; definition of the concept of supervision, importance of supervision, supervision and motivation, the content theories, the process theory. Motivation are those factors that motivate workers to performance growth needs, the equity theory, theory Y approach to management was developed by McGregor in order to show certain management conception of workers.

Job enrichment, positive reinforcement problems hindering the smooth supervision of workers, today's workplace is filled with many challenges and the supervision of workers has become increasingly more difficult especially when safety is concerned.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

Descriptive method was adopted for the study. The study is designed to critically sample the different opinion of workers from selected plantation groups used as a case study so as to ascertain the problems facing the role of supervision on workers' productivity in Nigeria. The necessary information and relevant data were gathered through books, browsing through internet and documents etc.

3.2 POPULATION OF THE STUDY

The population of the study for the purpose of this research work is centered on the workers in selected Heartland Nigeria Limited, Auchi, Edo State of the analysis of the social-demographic features.

The respondent act as the data analysis for the work, the entire workers are shared in their various groups using their age distribution as shown below.

Age	Population	Percentage (%)
Below 20	-	-
21 – 30	57	38
31 – 40	45	30
41 – 50	36	24
50 and above	12	8
<i>Total</i>	<i>150</i>	<i>8</i>

3.3 SAMPLE AND SAMPLING TECHNIQUE

The participation of this study consist of both managerial and junior staff of the organization.

Twelve (12) selection participants found the size of the managerial staff, while twenty (20) selected participants found sample size of the junior workers.

In this study, the simple random sampling method was used to select the respondents. The simple random sampling method was used because it enabled the workers in the organization is used as a case study in order to have equal chance of representation in the study. The respondents included in this research were selected random from selected Heartland Nigeria Limited, Auchi, Edo State.

3.4 INSTRUMENTATION

The questionnaires are structured in line with the scale which allows the respondents to indicate the extent to which they agree or disagree with the statement. In drawing up this kind of scale, it is preferable to have an odd number of options so that there is a midpoint which represents neutrality. The researcher adopts a three point scale to ensure that there are equal numbers of favourable and unfavourable responses.

3.5 METHOD OF DATA COLLECTION

The data for this research were collected through two sources, namely, the primary source and the secondary source.

PRIMARY SOURCE

The primary sources of data collection for this study are the questionnaire and interview methods.

Questionnaire Methods

One of the major means of data collection for this study was the questionnaire. The questionnaire contained relevant information that was needed for this study. In fact, there were (22) items in the questionnaire and these items were meant to gather certain information from the respondents taken at random basis selected plantation group in delta state. A total of one hundred and fifty six (156) questionnaire were given out of which one hundred and fifty two (152) questionnaires was returned. Therefore ninety-seven percent (97%) of the respondent returned the questionnaire distributed to them while three percent (3%) did not return there.

The respondents were advised to be very honest in their assessment, as all information given will be kept confidential. This is because confidentially will be a way large extent make them to be very honest which immensely help to find the problem that hinders the role of supervision on workers' productivity in Nigeria.

Personal Interview

Personal interview also used to collect data for this study. The interview was essentially structured in nature. The essence of the structured interview was finding or get the true picture of the operational problem the workers faces. To get the needed information interview was conducted with some selected 66% of the organization.

SECONDARY SOURCE

The secondary method of data collection was also used to get the needed information for this project. The secondary method includes the review of some literature such as textbooks, journals, and papers delivered at seminars, conferences etc all on style of supervision on workers' productivity in an organization.

3.6 METHOD OF DATA ANALYSIS

In analysis the data for this study, chi-square and simple percentage method was used. Chi-square was used because it enabled the researcher to know the relationship between the variables tested, while simple percentage enabled the researcher to know the relative importance of various items used for analysis.

The chi-square formula is:

$$X^2 = \frac{\sum(O - E)^2}{E}$$

Where: O = Observed frequency

E = Expected frequency

Σ = Summation

X^2 = Chi-square

$$E = \frac{RT \times CT}{CT}$$

Where: RT = Row total

CT = Column total

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 DATA PRESENTATION AND INTERPRETATION

Table I: Age Distribution of Respondents

Age of Respondents	Population	Percentage (%)
Below 20	-	-
21 – 30	57	38
31 – 40	45	30
41 – 50	36	24
50 and above	12	8
Total	150	100%

Source: Field Survey, 2021

The age distribution show that there is no respondent that is below the 20 21-30 years, were the highest percentage of 38% with a population of 57. This is followed by the ages between 31-40 years which has 30% and a population of 45 those between 31-40 years which has 30% and a population of 45. Those between the ages of 41-50 years had a percentage 24% and a population of 36, while those between the ages of 51 years and above represents 8% with a population of 12.

Table 2: Sex Distribution of Respondents

Sex of Respondents	Population	Percentage (%)
Male	120	80
Female	30	20
<i>Total</i>	<i>150</i>	<i>100%</i>

Source: Field Survey, 2021

The sex distribution table show that there more males than females. Among the respondent in the midline plantation group, the male population is made of 120 respondents representing 8% while that of the female has a population of 30 respondent representing 20%. This may be attributed to the fact that most of the jobs are highly technical and the men are therefore favoured.

Table 3: Marital status of Respondents

Marital status	Population	Percentage (%)
Single	45	30
Married	70	46.7
Widow/widower	20	13.3
Separated	10	6.7
Divorced	5	3.3
<i>Total</i>	<i>150</i>	<i>100%</i>

Source: Field Survey, 2021

The marital status distribution that the majority of the respondents are married. This group was represented by 46.7% with a population of 70 respondents. This is followed by those who are single with the population of 45, representing 30%, while the widow/widower are 20 representing 13.3%. Those respondents of 10, while those who are divorced have the lost population of 5 representing 3.3%.

Table 4: Educational level of Respondents

Education qualification	Population	Percentage (%)
Primary	15	10
WASC/GCE	55	36.7
NCE/OND	60	40
B.SC/HND	20	13.3
Total	150	100%

Source: Field Survey, 2021

The educational level distribution table shows that respondents who are OND/NCE holders are more in number with a population of 60 representing 40% of the total population of respondents. This is followed by those who are WASC/GCE holders with a population 55 percent (55%) representing 36.7%.

The BSC/HND holders have a population of 20 representing B.3% while the primary school certificate holders have the least population of his respondents representing 10% of the total respondents.

4.2 DATA ANALYSIS AND TESTING OF HYPOTHESIS

The analysis of data in the study shall take the form of hypothesis testing. In testing the hypothesis for the study, Chi-square simple percentage system will be used. Chi-square will be used because it will enable us to know the relationship between the variable tested, while the simple percentage will enable us to know the relative importance of various items used for the analysis as well as establish the relationship between the variables.

It is along this line that the following hypothesis will be tested while the simple percentage will enable us to know the relative importance of various items used for the analysis it is along this live that the following hypothesis will be tested in this study.

HYPOTHESIS I

The first hypothesis states that inefficient supervision leads to low productivity in the organization. In order to test the relationship, the null hypotheses were established thus. H_0 inefficient supervision leads to how productivity in the organization.

Table 5: Relationship between supervision and productivity

Workers Supervision/productivity	Level of Productivity		Total
	Low	High	
Efficient	10	95	105
Inefficient	16	9	20
<i>Total</i>	<i>26</i>	<i>104</i>	<i>130</i>

Source: Field Survey, 2021

Chi-square (X^2) analysis on the relationship between supervision and productivity.

Workers Supervision/productivity	Level of Productivity		Total
	Low	High	
Efficient	10	95	105
Inefficient	16	9	20
<i>Total</i>	<i>26</i>	<i>104</i>	<i>130</i>

a. $\frac{105 \times 26}{130} = 21$

b. $\frac{105 \times 104}{130} = 84$

c. $\frac{25 \times 26}{130} = 51$

130

d. $\frac{25 \times 104}{130} = 21$

130

Cell	O	E	O - E	(O - E) ²	$\frac{(O - E)^2}{E}$
A	10	21	-11	121	5.74
B	95	84	11	121	1.44
C	16	5	11	121	14.2
D	9	20	-11	121	6.05

Calculated $X^2 = 37.45$

Table $X^2 = 3.84$

Degree of freedom D/F = 0

Test level = 0.05

Decision Rule: Calculated chi-square was more than the table chi-square so, the null hypothesis (H₀) is rejected and accept the alternative hypothesis (H_i).

This is because the calculated X^2 at 37.45 will fall into the critical region. (The rejection areas) on the normal distribution curve. In this case, the calculated X^2 is higher than the table X^2 , for that reason, we reject the null

hypothesis of no relationship and accept the alternative hypothesis that inefficient supervision leads to two productivity in the organization.

HYPOTHESIS II

The second hypothesis states that supervisory style will not lead to increase productivity in the organization the alternative hypothesis, we establish the null and alternative hypothesis as follows:

H₀: Supervisory style will not lead to increase productivity in the organization.

H₁: Supervisory style will lead to increase productivity in the organization.

Table 6: *Relationship between supervision and increased productivity*

Supervisory style productivity	Level of Productivity		Total
	Low	High	
Autocratic	10	2	12
Democratic style	2	6	8
<i>Total</i>	<i>12</i>	<i>8</i>	<i>20</i>

Source: Field Survey, 2021

Chi-square (X^2) analysis on the relationship between supervisory style and increased productivity.

Supervisory style/productivity	Level of Productivity		Total
	Low	High	

Autocratic style	10	2	12
Democratic style	2	6	8
<i>Total</i>	<i>12</i>	<i>8</i>	<i>20</i>

$$\text{a. } \frac{12 \times 12}{20} = 7.2$$

$$\text{b. } \frac{12 \times 8}{20} = 4.8$$

$$\text{c. } \frac{8 \times 12}{20} = 4.8$$

$$\text{d. } \frac{8 \times 8}{20} = 3.2$$

Cell	O	E	O - E	(O - E) ²	$\frac{(O - E)^2}{E}$
A	10	7.2	2.8	7.84	1.08
B	2	4.8	-2.8	7.84	1.63
C	2	4.8	-2.8	7.84	1.63
D	9	20	-2.8	7.84	1.30

Calculated $X^2 = 5.64$

Table $X^2 = 3.84$

Degree of freedom $D/F = 1$

Test level = 0.05

Decision Rule: When the Calculated chi-square is more than the table chi-square, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_i). This is because the calculated X^2 at 5.64 will fall into the critical region. (The rejection areas) on the normal distribution curve.

In this case, the calculated chi-square is higher than the table chi-square, for that reason, we reject the null hypothesis and accept the alternative hypothesis supervisory style will lead to increased productivity.

A close look at these results revealed that precisely 50% of the total supervisors adopted democratic style of supervision. On the other hand 30% of the total supervisors adopted autocratic style of supervision.

HYPOTHESIS III

The third hypothesis states that efficient supervision does not reduce accident in the organization.

The established null and alternative hypothesis are presented below:

H₀: Efficient supervision will not reduce accident in the organization.

H_i: Efficient supervision will reduce accident in the organization.

Table 7: Relationship between Supervision and Accident Reduction.

Supervisory/Accident	Level of Productivity		Total
	Low	High	
Controlled	8	92	100
Not Controlled	12	38	50
Total	20	130	150

Source: Field Survey, 2021

Chi-square (X^2) analysis on the relationship between supervisory style and accident reduction.

Supervisory/Accident	Level of Productivity		Total
	Low	High	
Controlled	8	92	100
Democratic style	12	38	50
Total	20	130	150

$$a. \frac{100 \times 20}{150} = 13.33$$

$$150$$

$$b. \frac{100 \times 130}{150} = 86.64$$

$$150$$

$$c. \frac{50 \times 130}{150} = 6.67$$

150

d. $\frac{50 \times 130}{150} = 13.33$

150

Cell	O	E	O -E	(O -E) ²	$\frac{(O -E)^2}{E}$
A	8	13.33	-5.33	28.40	3.55
B	92	86.67	5.33	28.40	0.33
C	12	6.67	5.33	28.40	4.26
D	38	43.33	-5.33	28.40	0.66

Calculated $X^2 = 8.80$

Table $X^2 = 3.84$

Degree of freedom D/F =1

Test level = 0.05

Decision Rule: If Calculated chi-square is more than the table chi-square, we reject the null hypothesis (H₀) and accept the alternative hypothesis (H_i). This is because the calculated X^2 at 8.80 will fall into the critical region. (The rejection areas) on the normal distribution curve.

4.3 DISCUSSION OF FINDINGS

This finding is simple to that of Brown, that democratic group is at least in one respect superior to an autocratic one since he is able to pull the

information and wisdom of subordinate rather than rely on those of other leaders or supervisors. He further maintained that the democratic supervisor has more power because he has the group behind him before he believes that co-operation will bring forth more productivity.

Furthermore, it was revealed that in hypothesis one since the calculated value is higher than the table value, reject the null hypothesis and accept the alternative which states that inefficient supervision leads to low productivity in the organization.

In hypothesis two, the alternative hypothesis was accepted while the null was rejected because the calculated value is higher than the table value which states that supervisory style will lead to increase productivity in the organization.

Finally, in hypothesis three, it was revealed that efficient supervision will reduce accident in the organization, this is because the calculated value is higher than the table value. Therefore, we accept the alternative hypothesis and reject the null hypothesis.

CHAPTER FIVE

SUMMARY, CNCLUSION AND RECOMMENDATIONS

5.1 SUMMARY OF FINDINGS

Most of these factors were the style of supervision, reward system informal group pressure workers feeling and desires, workers participation in decision making process etc.

1. The first hypothesis tested revealed that inefficient supervision leads to how productivity in the organization it was also discovered that efficient supervision would lead to high productivity in the organization.
2. Supervisor should always give their best in order to ensure efficiency in the work place.
3. The hypothesis still testified that supervisory style will lead to increased productivity in the organization. It is also worthy to note that democratic style of supervision is able to pull the information and wisdom of all his subordinates based on his leadership style.
4. Democratic supervisor has more power because he has the group behind him, therefore, he believes that cooperation will bring forth more productivity.
5. From the foregoing, one could conclude that supervisor should be able to identify his subordinates and keep them psychologically close. This to a very extent will foster a good team spirit with open communication

and permits the supervisor and opportunity to understand workers problems. Also efficient supervision will go a long way to reduce problems in the organization. Experts should be allowed to handle the processing and management of machines.

5.2 CONCLUSION

This first conclusion research work is based on the role the democratic leadership still plays in the organization, the style see the effective managers as strongly oriented to sub-ordinates, relying on communication to keep all parties working as a unit. Very important in this research is the belief in the staff that the decision that they contribute to, in the decision making process will get them sense belonging and support in realizing the organizational decision are no longer seen as management decision but their own decision.

5.3 RECOMMENDATIONS

In the formulation of policy the eradication of how productivity in the organization, I hereby stress the need for efficient supervision.

1. Supervisors should always give their best as this could go a long way in increasing productivity in the organization.
2. Autocratic style will not lead to increased productivity in the organization. Democratic, style often leads to increased productivity. However, democratic style of supervisor is superior to autocratic style because a democratic supervisor always has his group behind him and

he explores the wealth of wisdom of his subordinates. In essence he should allow for participating leadership.

3. Supervisors should allow efficiency to be their focus as this will rescue problems in the organization. Experts should always be given the opportunity to operate the processing machine rather than leaving the machines for those who know nothing about them. Workers should be trained on the new methods of management and operations in the organization. This will promote efficiency.
4. The leadership style adopted should be the one that will motivate workers to contribute their best in performing a particular task through meeting their needs in the organization.
5. Supervisors and manager should make equity their watch word in their dealing with subordinates.
6. A supervisor should understand the nature of the subordinates before adopting a particular leadership style. This is because the nature of the subordinate can effectively affect the leader.

5.4 SUGGESTION FOR FURTHER RESEARCH

The researcher could not carryout a comprehensive study on this topic as a result of time constraint and therefore, suggestion for further research become imperative. Specifically further research can be carried in the following areas:

- i. Problems and prospects of supervisor of workers in organization.
- ii. Promoting effective supervisor of workers in government owned organization and

It comparative analysis effective supervision in private and public organization.

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APPENDIX I

Dept of Bus Admin & Mgt,
School of Business Studies,
Auchi Polytechnic, Auchi

The Manager,
Heartland Nigeria Limited,
Auchi.

Dear Sir,

QUESTIONNAIRE SCHEDULE

I am a final year student of the above named institution studying Business Administration and Management working on a project titled “*Style of Supervision on Workers’ Productivity in an Organization*” using your company as the case study.

The purpose of this study is in partial fulfillment of the requirements for the award of Higher National Diploma (HND) in Business Administration.

I shall be grateful if I am allowed to tap information when necessary in your organization. All information given shall be treated with strict confidentiality.

Thanks for your cooperation and understanding.

Yours faithfully,

MOSES OMOLARA DEBORAH

APPENDIX II

QUESTIONNAIRE

Instruction: Please indicate your response(s) by ticking the appropriate box (x) provided.

SECTION A: PERSONAL DATA

1. Age: a) Below 20 years () b) 21-30 years ()
 c) 31-40 years () d) 41-50 years ()
 e) 50 and above years ()
2. Sex: a) Male () b) Female ()
3. Marital Status: a) Married () b) Single ()
 c) Divorced () d) Widow/Widower ()
4. Educational Qualification:
 a) Primary School Certificate ()
 b) WASC/GCE O'Level ()
 c) NCE/ND ()
 d) BSC/HND and above ()
5. How long have you been working with Heartland Nigeria Limited?
 a) Below 4 years () b) 5-7 years ()
 c) 8-9 years () e) 10 years and above ()
6. What is your present position? _____

SECTION B: OTHER RESEARCH DATA

FOR SUPERVISORS ONLY

7. Do you as a supervisor get close to you subordinates so as to know their personal problems?
- a) Yes () b) No ()
8. How often do you interact with your workers?
- a) Twice a day () b) Once a day ()
- c) Once or twice a week ()
9. What is the level of your interaction with your co-worker and subordinates affect the level of their productivity within the organization?
- a) Affect adversely () b) Affect positively ()
- c) No effect () d) Don't know ()
10. What style do you think would be more positively appropriate in the supervision of workers?
- a) Democratic () b) Non-democratic ()
11. Why do you think that any of this style would be more appropriate?_____
12. In what way do you thing you can support your worker so as to bring about an increase in their level of productivity.
- _____

13. As a worker, how would you rank your relationship between you and your supervisor in this organization?
- a) Very cordial () b) Cordial () c) Non-cordial ()
14. Do you think if there is cordial relationship between you and your supervisors it will bring about high productivity?
- a) Yes () b) No () c) Don't know ()
15. Do you think that frequent accident in the organization could lead to low productivity?
- a) Yes () b) No () c) Don't know ()
16. Does efficient supervision leads to increase in productivity?
- a) Yes () b) No () c) Don't know ()
17. What is your level of involvement in the decision making process of your organization?
- a) Highly involved () b) Fairly involved ()
18. Will your involvement in decision making process give you high satisfaction?
- a) Yes () b) No ()
19. To what extent do you think that the style of supervision in your organization affect productivity?
- a) Large extent () b) Low extent ()
- c) No effect ()

20. In your view, other things being equal what do you think will bring about increase in productivity? (Briefly state)
